BRITISH
COLUMBIA
ARTS COUNCIL

Service Plan
2004/05-2006/07

106-00449/

Contents

Letter from the Chair i

Overview of the BC Arts Council 1

Strategic Context 2

Planning Context 4

Key Opportunities 6

Goals, Objectives, Strategies, Performance Measures 8

Summary Financial Outlook 14

Alignment with Government's Strategic Plan 15

Letter from the Chair

Honourable John Les
Minister of Small Business
and Economic Development

Dear Minister:

I am pleased to submit the Service Plan of the British Columbia Arts Council.

The Arts Council was established by provincial legislation to support arts and cultural activity throughout the province. It meets this mandate by developing policy and programs in support of the sector, by distributing funds allocated by the legislature and by representing the interests of the arts and cultural community.

The Council has identified six key objectives in support of this mandate:

- Artistic excellence, expression and innovation is recognized and encouraged;
- Arts and cultural organizations are healthy and sustainable;
- Opportunities to participate in arts and cultural activities are available through the province;
- Diversity in cultural traditions is recognized and supported and new art forms are encouraged;
- Markets for artists and arts and cultural organizations are developed; and
- Effective and efficient administrative, evaluative and policy development processes are maintained.

While Council programs support the cultural community in serving the people of British Columbia, the Council faces challenges in realizing its objectives.

The demographic composition of the province is changing and the Council's programs must reflect this change. Concurrently, the Council recognizes that the sustainability and vitality of the province's existing cultural infrastructure remains a key priority. Finding the means to encourage new organizations and different forms of cultural expression while supporting the cultural organizations that continue to serve the people of British Columbia well, is a continuing challenge.

Equally important is the need to find a balance between encouraging artistic excellence and insuring that opportunities exist for people throughout the province to participate in cultural activities.

To address these and other issues identified in the Service Plan, the Council is undertaking a strategic priorities review to confirm its objectives and to determine the optimum balance in the allocation of resources between them.

The Council believes that a vital and sustainable arts and cultural sector can contribute significantly to the future prosperity of our province.

Furthermore, both research and comparative evidence continue to point to the important contributions arts and culture make to the rapidly growing creative industries.

The Council will, therefore, continue throughout the period of this Service Plan to advance the role of arts and culture in developing healthy and competitive communities and continue to articulate the potential social and economic benefits of creative activity as public policy and investment recommendations are developed.

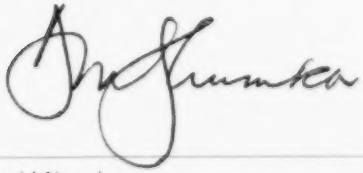
On behalf of the British Columbia Arts Council and its members, I would like to thank you for giving the Council the opportunity to contribute to the development of our province.

Sincerely,

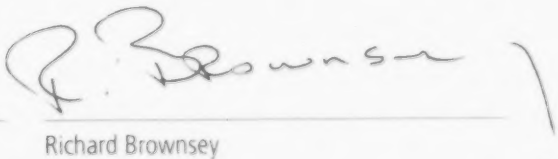
Donald Shumka
Chair

Accountability Statement

The 2004/05 – 2006/07 British Columbia Arts Council Service Plan was prepared under our direction in accordance with the *Budget Transparency and Accountability Act*. We are accountable for the contents of the plan, including the selection of performance measures and targets. The plan is consistent with government's strategic priorities and overall service plan. All significant assumptions, policy decisions, and identified risks, as of December 2003 have been considered in preparing the plan. We are accountable for ensuring that the British Columbia Arts Council achieves its specific objectives identified in the plan and for measuring and reporting actual performance.



Donald Shumka
Chair



Richard Brownsey
Executive Director

Overview of the BC Arts Council

The British Columbia Arts Council is an agency established by the provincial government to provide:

- Support for the arts and cultural community in British Columbia;
- An opportunity for people to participate in the arts; and
- An open, accountable and impartially administered process for managing provincial funds.

Through the British Columbia Arts Council, the Province exercises its responsibility to provide programming that assists artistic and cultural activity. The programs offered through the Council can be grouped as:

- Professional Arts and Cultural Development;
- Community Arts Development;
- Touring;
- Arts Awards for Individuals;
- Publishing; and
- Sustainability.

In combination, these programs support community and professional arts and cultural organizations and individual artists, as well as encouraging greater access to cultural and artistic experiences throughout the province.

In performing its duties, the British Columbia Arts Council must:

- Consult with artists, arts and cultural organizations, governments and other interested communities;
- Allocate the money appropriated annually by the Legislature; and
- Support arts and culture through public education, conducting research, advocacy, awarding grants, and providing information on the Council and arts and culture in British Columbia.

The Council consists of up to fifteen (15) members who are broadly representative of the regions, cultural diversity and artistic communities of British Columbia. The Lieutenant Governor in Council designates the chair and vice-chair of the Council as well as appointing members.

Administrative and program support for the British Columbia Arts Council is provided by the Cultural Services Branch of the Ministry of Small Business and Economic Development.

Strategic Context

The vision for the British Columbia Arts Council is:

All British Columbians fully participating in a healthy arts and cultural community that is recognized for its excellence.

In keeping with this higher-level strategic direction, the mission for the Council is:

The British Columbia Arts Council supports the arts and cultural community to enable it to achieve its creative, social and economic potential by providing financial assistance, policy, research, advocacy and public education.

A set of fundamental beliefs governs the British Columbia Arts Council's involvement with arts and culture and consists of:

- The belief that a vibrant arts and cultural community is essential to a healthy society;
- The belief in artistic excellence;
- The belief in inclusiveness; and
- The belief in diversity of artistic practice in all art forms.

The Council is further governed by its:

- Desire to embrace the future while seeking to preserve our past;
- Belief in transparency and accountability; and
- Adherence to the principles of equality, merit and independence.

The five goals that serve to describe the desired results for the British Columbia Arts Council as it aspires towards achieving its vision are as follows:

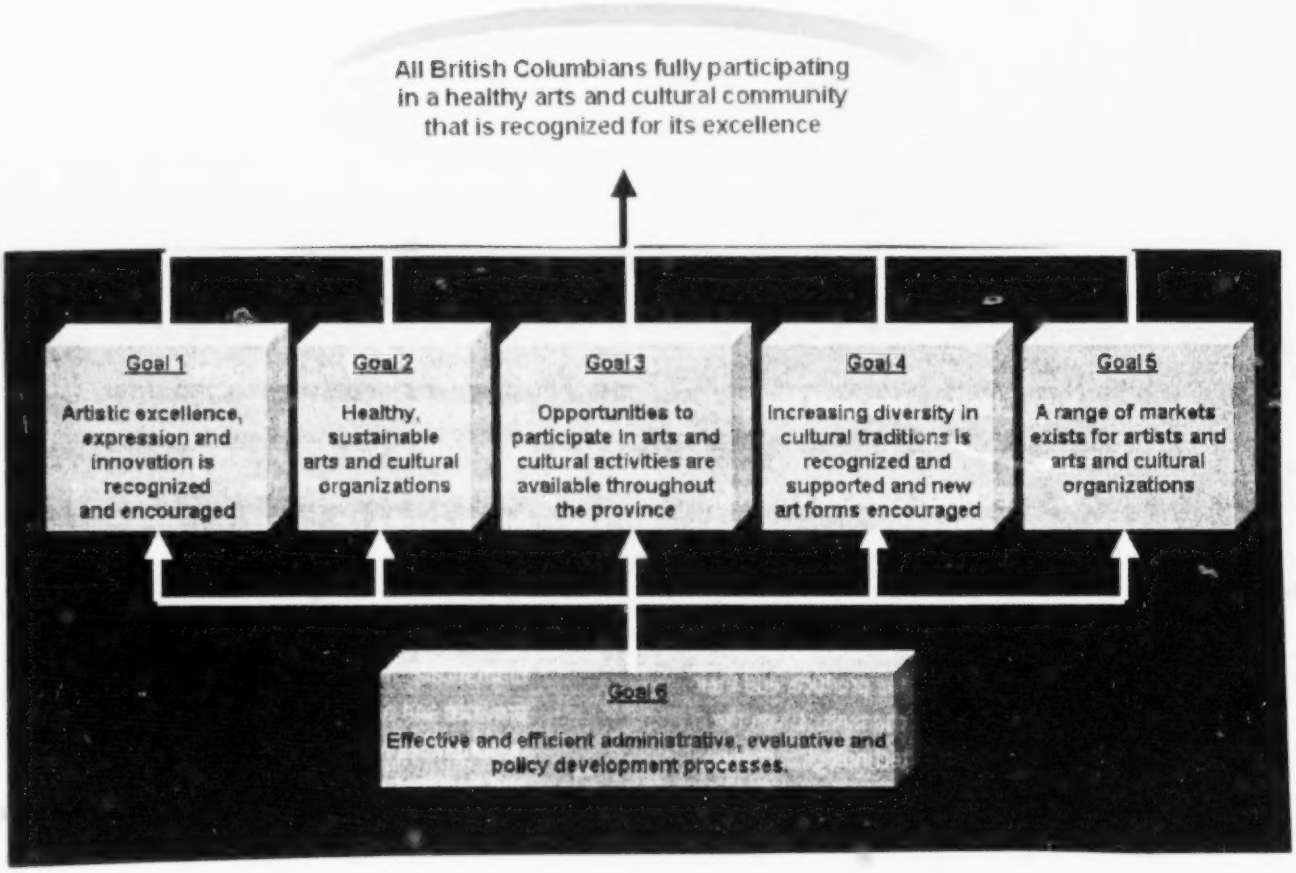
- Artistic excellence, expression and innovation is recognized and encouraged.
- Arts and cultural organizations are healthy and sustainable.
- Opportunities to participate in arts and cultural activities are available throughout the province.
- Increasing diversity in cultural traditions is recognized and supported and new art forms encouraged.
- A range of markets exists for artists and arts and cultural organizations.

In achieving the above goals, it is necessary for the Council to continually improve upon, and learn from, its performance. To reflect this, an additional goal that is more internal in perspective has been established:

- Effective and efficient administrative, evaluative and policy development processes.

Following the provincial government's Core Review, the British Columbia Arts Council is engaged in a process to confirm that these goals remain appropriate and to determine the proper balance in the allocation of resources between them.

The chart below shows the inter-relationship between the vision and goals for the British Columbia Arts Council.


All British Columbians fully participating in a healthy arts and cultural community that is recognized for its excellence
Goal 1
Artistic excellence, expression and innovation is recognized and encouraged
Goal 2
Healthy, sustainable arts and cultural organizations
Goal 3
Opportunities to participate in arts and cultural activities are available throughout the province
Goal 4
Increasing diversity in cultural traditions is recognized and supported and new art forms encouraged
Goal 5
A range of markets exists for artists and arts and cultural organizations
Goal 6
Effective and efficient administrative, evaluative and policy development processes.

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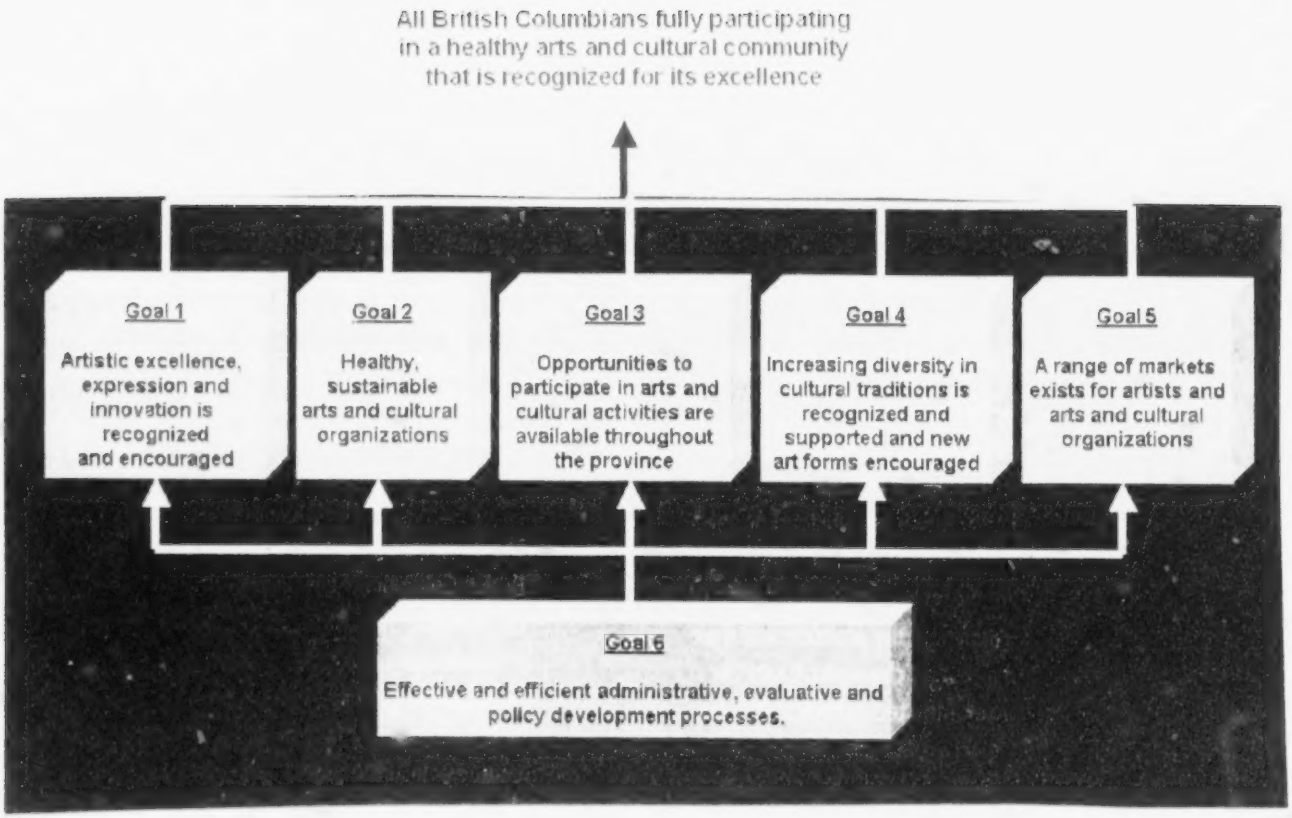
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Planning Context

As a provincially funded agency, the British Columbia Arts Council has the responsibility to serve the people of British Columbia by supporting the province's arts and cultural community. As with the rest of society, the arts and cultural community has been subject to forces of change. This creates both opportunities and challenges for the Council that affect its ability to achieve the vision, goals and objectives identified in this plan, and to act as a catalyst to expand the impact of creative activity in British Columbia.

Key Challenges and Risks

1. TECHNOLOGICAL CHANGE

Technological change, particularly digitalization, is transforming the cultural sector and has had a significant impact on the means of production, the products and their distribution channels. Given the pace of the technological change, the acquisition and upgrading of professional skills is generally recognized as priority but educational, professional development and mentoring opportunities are limited.

To ensure continued artistic excellence, a trained, technologically proficient labour force is critical. Additionally, artists will require support to incorporate new technologies in the creation and distribution of artistic product. The Arts Council is committed to supporting the building of competencies that lead to the use of, and adaptation to, new technologies.

2. DEMOGRAPHIC TRENDS AND CULTURAL DIVERSITY

Throughout the province, resource-based rural communities are experiencing greater economic difficulties. In response, communities are looking to expanded arts and cultural programming to encourage tourism and to enhance their competitive position. Responding to this trend presents a significant challenge to the British Columbia Arts Council.

The demographic composition of British Columbia is also changing dramatically. This has enriched the province and provided us with the opportunities to experience the art and traditions of many diverse cultures. Insuring access to this diversity of cultural expression is a challenge for the Council and for the cultural sector.

3. INVESTMENT IN ARTS AND CULTURE

Cultural vitality is largely a function of the ability to invest in creative projects and activities. While the cultural community remains committed to the creation of new works, ongoing financial support of arts and culture is needed.

The Council remains committed to advancing the case for cultural investment and to articulating the contributions made by a vital, creative cultural sector to achieving an economically and socially prosperous British Columbia.

4. SUSTAINABILITY OF ARTS AND CULTURAL ORGANIZATIONS

Arts and cultural organizations are undercapitalized, and instabilities exist across the sector. The resulting loss of artistic product and the growing conservatism in organizational decision-making further reduce opportunities for developing artists. Additionally, there are significant human resource concerns within the sector. Unattractive working conditions, including low remuneration and uncertain security, further increase the difficulty in filling managerial positions.

Addressing these challenges will require a public policy and programming focus on providing for financially healthy and sustainable organizations and on ensuring appropriate managerial and governance capacity.

5. PROVINCIAL FOREST FIRES

The forest fires that affected the interior of the province will have an impact on cultural organizations in the region. These institutions are important to the communities they serve and are central to the success of cultural tourism initiatives.

6. 2010 WINTER OLYMPICS

Arts and cultural programming is an essential component of the 2010 Olympiad. While this presents an opportunity for BC artists and cultural organizations, the scale of the Olympics may increase demand on the limited resources of the Arts Council.

7. STAFF AND PROGRAM RESOURCES

Client demand on the programs and staff of the Council continues to grow. The ability to manage expectations and to maintain acceptable service levels remain a challenge.

Key Opportunities

1. THE CREATIVE ECONOMY

The global economy has continued to transform from one based primarily on the manufacturing and exchange of goods to one dominated by the provision of less tangible services, particularly the exchange of information. This has resulted in opportunities for artists and arts and cultural organizations to play central roles as communicators and creators.

2. FEDERAL GOVERNMENT INVESTMENTS AND MANDATE

The federal government spends approximately $3 billion annually in support of cultural activities and institutions. Of this amount, approximately $158 million or 5% is spent in British Columbia.

Improving federal cultural spending in BC represents a potentially significant opportunity for the sector.

3. PUBLIC POLICY PRIORITIES

Arts and culture can make important contributions to the achievement of provincial objectives in areas such as health care, education and social justice. Additionally, the cultural sector can contribute to the development of a creative, knowledge based economy in British Columbia.

If this potential is to be realized, the policy case must be effectively and consistently advanced. The Arts Council will continue to articulate the potential social and economic benefits of creative activity as policy in these areas is developed.

4. CULTURAL TOURISM

Cultural tourism presents opportunities for the province to benefit from new and sustainable economic activity. Development in this area is particularly appealing as it has the possibility of generating benefits throughout the province.

Cultural tourism is among the fastest growing components of the tourism industry globally and this growth is expected to continue. The province's success in this area, however, depends on the availability of authentic, quality cultural product. Investment in organizational and capital infrastructure is required to realize the sector's potential.

5. 2010 OLYMPIC GAMES

Arts and culture programming is an essential component of the 2010 Olympic Games. Starting in 2006 and continuing through the Olympic and Paralympic Games, an extensive program of cultural events will be produced. This provides a remarkable opportunity for the province's cultural community to perform for a

world-wide audience and to contribute to the success of the Olympiad.

There is considerable expectation in the cultural community that British Columbia arts and cultural organizations will be central to Olympic programming. This will require focused investment to insure that programming of international quality is available for cultural events related to the Olympiad.

Considerable opportunities exist for arts and cultural growth but significant challenges remain. The British Columbia Arts Council must build on these opportunities, and address the challenges, as it assists the arts and cultural community to flourish in a rapidly changing economic and social environment. This will require ensuring that resources are targeted towards areas of highest priority, that structural impediments to accessing programs and services are eliminated, and that the needs of urban centers are balanced with those of diverse geographic and demographic communities.

Goal 1

Artistic excellence, expression and innovation is recognized and encouraged.

OBJECTIVES

1 An adjudication process that identifies and supports artistic excellence.

2 Opportunities and resources exist for artists and creators to train, experiment and create, and reach an audience.

STRATEGIES

(a) Maximize the diversity and professionalism of input into decision-making processes of the Council.
(b) Recognize excellence as the basis for the adjudication process.
(c) Provide financial support to enable artists to train, experiment, create, and reach audiences across the province.
(d) Allocate financial resources to program areas that are the most effective in supporting the development of arts and culture throughout British Columbia.

PERFORMANCE MEASURES	TARGETS
· Level of engagement of professional expertise across artistic disciplines.	· All juries and advisory committees are composed of individuals with discipline specific expertise.
· The number of applicants for support.	
· The number of award recipients.	
· The success rate of applicants.	
· The funds distributed by type of activity.	
· A summary of professional development opportunities provided by the Council.	

GOAL 2

Arts and cultural organizations are healthy and sustainable.

OBJECTIVES

1 Arts and cultural organizations have the capacity to improve their long-term effectiveness and sustainability.

2 A funding process that recognizes and supports the sector's potential to contribute to the province's arts and cultural development.

3 An adequate funding base for arts and cultural organizations.

4 Supportive public policies and programs for arts and cultural organizations in British Columbia.

STRATEGIES

(a) Provide an independent, professional adjudication process that recognizes and responds to the needs of arts and cultural organizations.
(b) Provide timely, reliable and sustainable funding for organizations.
(c) Establish multi-year operational funding models.
(d) Contribute to provincial policies that affect arts and cultural organizations.
(e) Support initiatives that contribute towards improved governance, management and operational sustainability of arts and cultural organizations.

PERFORMANCE MEASURES

- Sectoral assessments of arts and cultural organizations based on the professional opinion of BC Arts Council adjudicators.
- Level of participation of arts and cultural organizations in the Arts Partners in Organizational Development program.
- Financial health of arts and cultural organizations (change in total net financial position for sampled organizations).
- Existence and nature of multi-year operational funding models.

TARGETS

- Multi-year operational funding pilot programs for theatre and music developed in fiscal 2005 /06 and 2006/07 respectively.
- Participation of thirty (30) arts and cultural organizations in the Arts Partners in Organizational Development program.
- Key economic benchmarks for the sector established (2004/05).
- Baseline for economic benchmarks established (2005/06).

GOAL 3

Opportunities to participate in arts and cultural activities are available throughout the province.

OBJECTIVES

1 Opportunities to participate in arts and cultural activities exist in communities where geographic, economic or other factors limit access.

2 Programs are accessible to organizations and individual artists province-wide.

3 Opportunities to experience arts and culture are available in British Columbia schools.

STRATEGIES

(a) Ensure programs are accessible throughout the province.
(b) Support organizations and artists located in the regions.
(c) Promote awareness of British Columbia Arts Council programs throughout the province.
(d) Develop the case to address the need of underserved geographic and demographic communities.
(e) Include regional representation on juries and advisory committees.

PERFORMANCE MEASURES	TARGETS
· The funds distributed by region.	· All regions are represented on an annual basis in Council awards.
· Level of engagement of professional expertise by region.	· All regions are represented on an annual basis in the adjudication process.
· Usage of BC Arts Council website. (This measure is repeated under Goal 6)	
· The number of communities benefiting from BC Arts Council activity.	
· Number of funded public museums, art galleries, regional and community arts councils, concert series, and school districts.	

Goal 4

Increasing diversity in cultural traditions is recognized and supported and new art forms encouraged.

OBJECTIVES

1 Diverse cultural traditions and artistic practises are available to the public.
2 Artistic excellence in all cultural traditions is recognized.
3 Opportunities exist for artists to interpret, explore and create using new technologies and art forms.

STRATEGIES

(a) Ensure that funding, program guidelines and adjudication processes:
- > Provide for and encourage participation by artists of diverse cultural traditions;
- > Recognize excellence in different cultural traditions; and
- > Reflect evolving creative practices.

PERFORMANCE MEASURES

- A summary of the range of cultural communities included in the adjudication process.
- A summary of evolving creative practices included in the adjudication process.
- A summary of initiatives undertaken by the Council to ensure program flexibility in recognizing cultural traditions.

TARGETS

- Three program reviews undertaken in fiscal 2004/05.

Goal 5

Markets for artists and arts and cultural organizations are developed.

OBJECTIVES

1 Artists and arts and cultural organizations are assisted to reach new markets and develop new products and services.

2 BC artists and arts and cultural organizations are recognized both nationally and internationally.

STRATEGIES

(a) Support touring market development.
(b) Assist organizations with strategic market planning and development.
(c) Support attendance at international showcases.

PERFORMANCE MEASURES	TARGETS
· International markets developed and artists supported for international touring.	· Baseline established 2003/04.
· Awards and recognition achieved by BC artists and cultural organizations.	
· Number and geographic distribution of performances and residencies by artists in communities throughout the province.	
· Number of market development plans receiving program support.	

Goal 6

Effective and efficient administrative, evaluative and policy development processes.

OBJECTIVES

1 An effective policy and program development process.
2 Cost effective program administration.
3 An equitable, transparent and accountable adjudication process.

STRATEGIES

(a) Provide an independent, equitable and merit based evaluation process.
(b) Continue with the Strategic Priorities Review to ensure that Council resources are targeted towards those areas of greatest priority.
(c) Regularly evaluate the effectiveness of British Columbia Arts Council programs.
(d) Maintain third-party program delivery partnerships.
(e) Implement a technology-based platform for on-line access to BC Arts Council applications and program materials.
(f) Manage the costs associated with the administration of the BC Arts Council.

PERFORMANCE MEASURES	TARGETS
· Annual number of program evaluations completed and adopted.	· Establish a five (5) year program review plan in fiscal 2005/06.

· Acceptance of process reflected in number of appeals.	· Three program reviews undertaken in fiscal 2004/05.
	  · Museums
	  · Galleries
	  · Aboriginal Arts Development Awards

· Administrative costs as a percentage of awards.	· Administrative costs will remain below 5% of awards.
· Percentage of applications available to be submitted electronically.	· On average applications will be processed within sixteen (16) weeks.
· Usage of BC Arts Council website. (This measure is repeated under Goal 3)	· Capacity to submit electronic applications is established for relevant programs by fiscal 2004/05.
· The average length of time to process funding submissions on an annual basis.	

Summary Financial Outlook

IN '000s

	2003/04	2004/05	2005/06	2006/07
Revenue	$ 11,174	$ 11,174	$ 11,674	$ 11,674
Professional Arts Development	$ 8,322	$ 8,322	TBD*	TBD
Community Arts Development	$ 848	$ 848	TBD	TBD
Touring Program	$ 480	$ 480	TBD	TBD
Arts Awards – Individuals	$ 905	$ 905	TBD	TBD
Publishing Programs	$ 395	$ 395	TBD	TBD
	$ 10,950	$ 10,950	$ 11,450	$ 11,450
Administrative Costs	$ 224	$ 224	$ 224	$ 224
Total Expenditures	$ 11,174	$ 11,174	$ 11,674	$ 11,674

* Individual program allocations are made on an annual basis and reflect spending priorities established by the Council.

Over the forecast period, the British Columbia Arts Council will seek increased investment to allow it to more effectively meet its mandate of serving the province's arts and cultural communities.

Alignment with Government's Strategic Plan

The directions and strategies for the British Columbia Arts Council, as profiled in this plan, are consistent with the provincial government's overall priorities and focus.

In particular, the Council contributes directly to the Government's goal of a "strong and vibrant provincial economy" through the following:

- Supporting the diversity and growth of the artistic, cultural and creative sectors; and
- Providing an open, accountable and impartially administered process for managing provincial funds.

Additionally, a positive correlation exists between the Government's goal of "safe, healthy communities and a sustainable environment" and the social cohesion resulting from a healthy and active arts and cultural sector.